

Exhibit 1

On Feb 29, 2020, at 4:01 PM, Steve Smith <ssmith@federationforchildren.org> wrote:

Yes. Apparently Sydney after the vote was on board with the bill, but based on Sarah's post I guess she is not. I sent Jason Bedrick Sarah's posts and asked Goldwater to share with Cathi what she told me about Sydney.

Steve Smith
Arizona State Director
American Federation for Children
1020 19th St., NW, Suite 675
Washington, DC 20036
Mobile: 480-225-8939
Email: ssmith@federationforchildren.org
Website: Federationforchildren.org

From: John Schilling <JSchilling@federationforchildren.org>
Sent: Saturday, February 29, 2020 1:59 PM
To: Steve Smith <ssmith@federationforchildren.org>
Cc: Greg Brock <GBrock@federationforchildren.org>; Darrell Allison <dallison@federationforchildren.org>; Ryan Cantrell <Rcantrell@federationforchildren.org>; Kim Martinez <kmartinez@federationforchildren.org>
Subject: Re: Sarah

The key is getting the main coalition members to understand that Sydney/Sarah are rogue operators and not aligned with coalition goals. Goldwater already knows Sydney was telling members not to vote for this. They should share that w Ed Choice and and CAP. It should also be made clear they Sydney/Sarah are opposing the Governor who supports the bill, correct?

Sent from my iPhone

On Feb 29, 2020, at 1:24 PM, Steve Smith <ssmith@federationforchildren.org> wrote:

Also, here is what parents are doing:

<Screenshot_20200229-073332_Facebook.jpg>

Sent from my Verizon, Samsung Galaxy smartphone
Get [Outlook for Android](#)

From: Steve Smith
Sent: Saturday, February 29, 2020 11:07:50 AM
To: John Schilling <JSchilling@federationforchildren.org>
Cc: Greg Brock <GBrock@federationforchildren.org>; Darrell Allison <dallison@federationforchildren.org>; Ryan Cantrell <Rcantrell@federationforchildren.org>; Kim Martinez <kmartinez@federationforchildren.org>
Subject: Sarah

John (with copy to Greg, Darrell, Ryan, and Kim),

You mentioned you wanted to see proof where Sydney/Sarah are interfering with what we are doing. Below is a Facebook post that Kim sent me where you can see she is doing just that, but here is a little background first.

The day we were passing our bill in the Senate earlier this week, Senator Kate Brophy McGee was our 16th and final vote (Sen. Brophy McGee, who by the way Scott Jensen can confirm, is one who always votes against our bills and is VERY hard to get to support anything we do) kept texting me saying that parents are blowing up her phone and were unhappy about the bill. Kate said to me if they don't stop, she will lose motivation to help them, so she asked me to do whatever I could to get the parents to stop complaining to her (in defense of some of the parents, an amendment was posted the day before that had some problematic language but Kate's new amendment that was being voted on that day had already removed the bad language).

Side note: Before the bill was voted on and as parents were calling complaining to Kate, I spoke with Jenna at Goldwater and asked if she knew who was telling parents this was a bad bill. Jenna said it was not them but she said that she heard Sydney was telling members it was a bad bill and suggested that Sydney may have been the one to get the parents agitated. No proof of this exists, but this is what Goldwater said.

Long story short, I asked one of our prominent ESA mom's to post a Facebook Live video ASAP in an effort to help tell other ESA parents that the bill was actually great for them, this way we could diffuse some of the parents unfounded complaints against the bill. The ESA mom (Christine) did just that.

As you will see in the post below, Sarah starts off complaining on Christine's video about the State Board of Ed's role in the bill (SBE will now have authority over ESA arbitration and the ESA handbook which takes away that control from Hoffman). Sarah was also upset that ADE now has to have funds dedicated every year to them instead of receiving the automatic 5% formula, this holds Hoffman and ADE more accountable which I guess Sarah does not like.

More importantly, in Sarah's follow up post, she says about the bill that **"the result is that ESA parents lose. I don't like either of these amendments"**.

Keep in mind, that bad language from the previous day's amendment was already eliminated and the bill had already been voted on with the great language attached. These amendments and this bill is one that ESA parents have been waiting YEARS for, yet Sarah opposed it and even went to go as far as saying "ESA parents lose"!

Keep in mind, this is also happening on the very day that Sen. Brophy McGee pleaded with me to stop the parents from complaining as they must have been misunderstanding the bill/amendment (our champion and bill sponsor, Sen. Sylvia Allen, also pleaded with me that same day to have the parents stop. I would be happy to share all the texts from both Senators asking me to have the parents stand down as it was making their job tremendously difficult).

So, while we were trying to preserve the votes for the bill and calm the parents down, Sarah is saying these comments that certainly did not help our cause. That being said, she is free to have her opinion, but in this case her opinion was completely counter to what we were trying to do. Thankfully though, her opinion did not sway any members.

<IMG_5299.png>

Finally, Sarah appears to be trying to get in on the anti-SOS ballot initiative as to create a foothold for her and Sydney as to why they are relevant/needed. SOS is having a signature drive today and ESA parents (on their own planning and accord) are protesting and telling people not to sign, so Kim will be monitoring that and can comment more if needed. We also suspect Sarah is poisoning parents on the ESA chat board, we are working on getting proof of that as well.

Just wanted to keep you updated.

Steve-

Exhibit 2

From: Steve Smith <ssmith@federationforchildren.org>
Date: February 28, 2020 at 1:44:58 PM EST
To: John Schilling <JSchilling@federationforchildren.org>
Subject: Fwd: SOS ballot/ESA bill/Coalition phone call

Here is Cathi's email:

From: Cathi Herrod <CHerrod@azpolicy.org>
Sent: Thursday, February 27, 2020, 5:36 PM
To: Steve Smith; Jason Bedrick; Jenna Bentley; Victor Riches; Matt Beienburg; Matthew Ladner; Maddalena Savary; Becky Hill; Jenny Clark; Ron Johnson; Scot Mussi; Justin Olson; sshadegg@afphq.org
Subject: RE: SOS ballot/ESA bill/Coalition phone call

Greetings:

I feel compelled to raise two issues that may be “elephants” in the room.

For years our school choice working group has functioned in a unified manner. Even when we disagreed on various aspects of school choice issues, we worked together and worked through issues. Some of that unity fell apart when some opposed Prop 305 and others stayed neutral or even opposed.

Now, we find ourselves lacking unity more than at any point I can remember in the last 20-25 years.

First, Steve you mentioned having spoken with Sen. Brophy McGee a few nights ago about the amendments. At least some of us had no knowledge of the amendments until they were posted. That put us in a very difficult position because of some of the language. Thankfully, the part I most objected to was removed from the subsequent KBM amendment.

Second, for most of the last 20-25 years, Sydney Hay was the de facto leader of the school choice working group. She called the meetings, tended to run them, pulled things together. I realize there are some issues between AFC with Sydney and Sarah. However, to move forward, this group must include both Sydney and Sarah. It’s simply wrong to turn that out given all they have invested in getting school choice to where it is today. If there needs to be a mediation meeting to enable the working relationship to move forward, then let’s deal with that.

Cathi

Cathi Herrod
President



602-424-2525 | Fax: 602-424-2530

www.azpolicy.org | [Subscribe to Engage Arizona](#)

From: Steve Smith [<mailto:ssmith@federationforchildren.org>]

Sent: Thursday, February 27, 2020 4:48 PM

To: Jason Bedrick <Jason@edchoice.org>; Jenna Bentley <jbentley@goldwaterinstitute.org>; Victor Riches <vriches@goldwaterinstitute.org>; Matt Beienburg <mbeienburg@goldwaterinstitute.org>; Matthew Ladner <ladner55@gmail.com>; Cathi Herrod <CHerrod@azpolicy.org>; Maddalena Savary <msavary@azpolicy.org>; Becky Hill <Becky@hilladvo.com>; Jenny Clark <jenny@loveyourschool.org>; Ron Johnson <rjohnson@diocesephoenix.org>; Scot Mussi <scot@azfree.org>; Justin Olson <justin@efinstitute.org>; sshadegg@afphq.org

Subject: SOS ballot/ESA bill/Coalition phone call

Hello everyone!

First off, congrats on our big win yesterday with SB1224 clearing the Senate (this is the ESA fix bill we have all been working very hard on).

Confidentially, I had a long talk with Brophy McGee a couple nights ago where she asked that the House not change the bill as she does not want it coming back to the Senate, this language is as far as she will go. I have communicated that to House members so if you all agree and can do the same that would be great. Like many of you, there are more/different things I would have changed to make the bill 'perfect', but as you know there is no perfect bill and we have to get what the votes will allow us to get.

That being said, in terms of Save Our Schools ballot initiative they filed (which is an all-out assault on school choice programs), we will be active in defeating it like I'm sure you all will be IF it gets to the ballot. I believe, however, this was a threat to sway Brophy and Udall off of 1224 as I don't believe they can get the signatures. Nonetheless, let's be prepared if they do, so I am asking if you can send bullet points as to what specifically the initiative is proposing that your group is particularly concerned with. Of course we can say 'everything', but let's agree to what some of the specific talking points are so that we can articulate the same message to members, the media, and the public.

Finally, it may be worthwhile for us to have a standing weekly phone call where we monitor what is happening with bills, this initiative, and more so how does Monday mornings at 9:30am work. If it does, does someone have a call in/conference # we can all join. I understand not everyone may be able to make it that day/time, but I believe it is important we get intentional on discussing what is happening so we can all be on the same page.

Please keep this correspondence between us and our respective groups only, thanks.

Steve-

Exhibit 3

From: Sarah Raybon <sarahraybon@gmail.com>

Sent: Tuesday, January 14, 2020 3:02 PM

To: L. Dreckman <freedom8@gmail.com>

Cc: Francisco d'Escoto <francisco@azcharters.org>; Steve Smith <ssmith@federationforchildren.org>; brad@excelined.org; Daniel Duran <daniel@schoolchoiceweek.com>; Jeremiah Cota <jeremiah@prenda.co>; Liz Dreckman <ldreckman@asct.org>; Matthew Ladner <ladner55@gmail.com>; randan@steinhauserstrategies.com; becky@hilladvo.com; bwitbeck@afphq.org; rjohnson@diocesephoenix.org; liz@chooseaschoolaz.org; cherrod@azpolicy.org; cody.bendix@strongmind.com; jennyrimszaclark@gmail.com; emilyannegullickson@mac.com; jason@edchoice.org; justin@efinstitute.org; bbphd24@gmail.com; slmbolick1@gmail.com; sshadegg@afphq.org; allison.gentala@afhe.org; calfaro@belibre.org; Esly Montenegro <EMontenegro@federationforchildren.org>; jake@azcharters.org

Subject: Re: MINUTES: SCW Planning Meeting, CALL 1/23 at 9:30a

Lots of registrations coming in! Looking forward to a great event on Jan. 25th.

Attached is the invitation in both pdf and jpg. Please send to families looking for options! We'll have ALL options represented!

Additionally, I know Liz mentioned Catholic Schools Week on the call and asked about plans. The rally is on Wed., Jan. 30th from 12-1 at the Capitol. Hope to see some of you there!

Best,
Sarah



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- ☒ Learn about NEW tuition-free m
scholarships, charter schools an

On Jan 9, 2020, at 10:01 AM, freedom8@gmail.com wrote:

School Faire Jan 25 – 50 schools participating, likely ADE will participate too (yay!) – Encourage turnout, please send to your parent lists (Sarah will send info to share). NSCW will be doing ads in state (Spotify, FB, etc.)

Miss Virginia Movie Showing 2/3 - (Tempe Marketplace Harkins) Expecting 417 people, currently have a waitlist but are holding a few seats for the coalition. Please let Barbara and Liz know if you plan to attend. Virginia will be there. Curtis Zimmerman as well.

Miss Virginia Jan 29 Goldwater Event (AMC downtown)

Eduprize Jan 31st Miss Virginia Showing (expecting 700)

Catholic School Event Wed 11-1230 (Time TBD - Sarah will send more info)

Coffee with Legislators 1/30 8-1030am - Please join us. All sectors represented. Legislators confirmed.

Scarves will ship soon for events; Randan will let us know tracking info.

Prenda Day at Capitol – Groups from different areas of the state (Kingman, Flagstaff, Payson, Local) will highlight rural options, Bolen plaza lawn lunch and visits.

Carlos – Espiritu 2/1 Bilingual Families involved in choice Likely 11:30-1 LIBRE event. Carlos will send more info soon!

We will not have another meeting before School Choice Week in person, but perhaps we can do a call Thurs the 23rd. Same time, same call in info. I'll send an invite. Best wishes heading into the New Year!

SCW Planning Meeting (See Notes) & Call in number

When Thu Jan 9, 2020 9:30am – 10:30am Mountain Standard Time - Phoenix

Where Arizona Charter Schools Association, 12439 N 32nd St, Phoenix, AZ 85032, USA ([map](#))

Who

- freedom8@gmail.com - organizer
- jeremiah@prenda.co
- ldreckman@asct.org
- emontenegro@federationforchildren.org
- francisco@azcharters.org
- sarahraybon@gmail.com
- jason@edchoice.org
- ssmith@federationforchildren.org
- rjohnson@diocesephoenix.org
- bbphd24@gmail.com
- daniel@schoolchoiceweek.com
- jennyrimszaclark@gmail.com
- randan@steinhauserstrategies.com
- bwitbeck@afphq.org
- ladner55@gmail.com
- emilyannegullickson@mac.com
- jake@azcharters.org
- allison.gentala@afhe.org
- cody.bendix@strongmind.com
- justin@efinstitute.org

- becky@hilladvo.com
- calfaro@belibre.org
- sshadegg@afphq.org
- cherrod@azpolicy.org
- Brad Galbraith
- Shawna B

Call in info: (563) 999-2090, code: 338075.

National School Choice Week 2020 will be held from January 26 to February 1, 2020. This will be our next planning meeting before SCW kicks off. We will discuss:

School Fair (<http://www.azschoolfair.com>) 1/25 @ Biltmore 10-2pm (Let Sarah know if you want to cohost/have table)

Miss Virginia Movie Showing w Virginia 2/3 (Let Liz know if you want to attend!)

Capitol Coffee w/Choice Parents 1/30 @ Rose Garden 8-10:30am (Barbara)

Catholic Schools Events 1/27, 1/28 (Ron)

Libre Event (Carlos)

Prenda Capitol Visit Day 1/30 (Jeremiah)

Charter Capitol Day 2/20 (Francisco)

School Events

See you there!

Exhibit 4

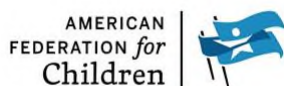
From: Esly Montenegro <EMontenegro@federationforchildren.org>
Sent: Monday, June 22, 2020 2:56 PM
To: Sarah Raybon <sarahraybon@gmail.com>
Cc: Sally Henry <shenry@acsto.org>; Steve Smith <ssmith@federationforchildren.org>
Subject: Re: Letter

Wonderful! Thank you again! I got them. 😊

Warm Regards,

Esly Montenegro
Arizona State Implementation Director
American Federation for Children
www.federationforchildren.org

-
Mobile: (623) 363-3759
Email: emontenegro@federationforchildren.org



From: Sarah Raybon <sarahraybon@gmail.com>
Date: Monday, June 22, 2020 at 2:55 PM
To: Esly Montenegro <EMontenegro@federationforchildren.org>
Cc: Sally Henry <shenry@acsto.org>, Steve Smith <ssmith@federationforchildren.org>
Subject: Re: Letter

Here you go! Happy to help! I'll send any late additions I receive as well.

Arizona's STO Association (ASTOA)
Arizona Tuition Organization (AZTO)
Arizona's Catholic Tuition Support Organization (Arizona CTSO)
T.O.P.S. for Kids
Institute for Better Education
White Mountain Tuition Support Foundation
Arizona Christian School Tuition Organization (ACSTO)

Arizona Council for American Private Education (AZCAPE)
Cochise Christian School Tuition Organization
School Choice Arizona
A Degree for Me

On Jun 22, 2020, at 2:53 PM, Esly Montenegro <EMontenegro@federationforchildren.org> wrote:

Hi Sarah!

Would you please send over your list of the 11 STO's?

Thanks again for your support.

Warm Regards,

Esly Montenegro
Arizona State Implementation Director
American Federation for Children
www.federationforchildren.org <<http://www.federationforchildren.org>>

Mobile: (623) 363-3759

Email: emontenegro@federationforchildren.org

On 6/22/20, 11:09 AM, "Sarah Raybon" <sarahraybon@gmail.com> wrote:

Great! Then we are at 11! :)

Thanks Sally!

On Jun 22, 2020, at 11:08 AM, Sally Henry <shenry@acsto.org> wrote:

Esly,
Confirming you did get ACSTO and School Choice Arizona from Steve. 😊

Sally

-----Original Message-----

From: Esly Montenegro <EMontenegro@federationforchildren.org>

Sent: Monday, June 22, 2020 10:59 AM

To: Sarah Raybon <sarahraybon@gmail.com>; Steve Smith <ssmith@federationforchildren.org>

Cc: Sally Henry <shenry@acsto.org>

Subject: Re: Letter

Hi Sarah,

Good morning! I just wanted to follow up with your email from Friday and see if you were able to get a count of the STO names who are able to support the petition? Our deadline is today and I'd like to add any new names you have to our list. Please let us know.

Thank you in advance.

Warmest Regards,

Esly Montenegro
Arizona State Implementation Director
American Federation for Children
<http://www.federationforchildren.org/> <<http://www.federationforchildren.org/>>

Mobile: (623) 363-3759

Email: emontenegro@federationforchildren.org

On 6/19/20, 12:09 PM, "Sarah Raybon" <sarahraybon@gmail.com> wrote:

Got it! I'll send out today and emphasize the deadline!

Sarah

Sent from my iPhone

On Jun 19, 2020, at 12:03 PM, Steve Smith <ssmith@federationforchildren.org> wrote:

Thanks Sarah. We do not need their contact information at this point, just the name of the STO so that they (and many others across the country) can speak with one voice why this funding is necessary for them and their families.

If you can just send a list of the STO's that agree to have their name listed, that would be great. This coming Monday is our deadline, sorry for the short notice, so if you can send a list on or before Monday that would be great.

Steve-

-----Original Message-----

From: Sarah Raybon <sarahraybon@gmail.com>

Sent: Friday, June 19, 2020 11:39 AM

To: Steve Smith <ssmith@federationforchildren.org>; Esly Montenegro <EMontenegro@federationforchildren.org>

Cc: Sally Henry <shenry@acsto.org>

Subject: Letter

Hi Steve and Esly -

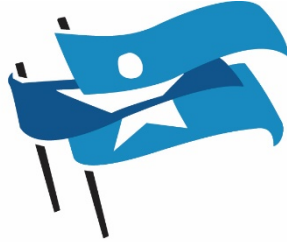
I am sure our STOs will be happy to help! Would you prefer the list of STOs with contact information so that you can communicate directly with them on this or do you want me to send the letter out from ASTOA? Would you like AZCAPE to send out as well?

Best,

Sarah

928-864-7789 direct

Exhibit 5



AMERICAN FEDERATION
for Children

EMPLOYEE HANDBOOK

January 2019

AFC's mission is to empower families,
especially lower-income families, with the freedom
to choose the best K-12 education for their children.

EQUAL OPPORTUNITY EMPLOYER

The American Federation for Children (AFC) provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

Any employee who feels that a violation of this policy has occurred should bring the matter to the immediate attention of his or her supervisor. An employee who is uncomfortable for any reason in bringing such a matter to the attention of his or her supervisor shall report the matter to the President, Chief Executive Officer (CEO) or Chief Financial Officer (CFO). AFC will investigate all such allegations and prohibits any form of retaliation against any employee for making such a complaint in good faith. An employee who feels subjected to retaliation for bringing a complaint of harassment or participating in an investigation of harassment should bring such matter to the attention of his or supervisor, the President, CEO or CFO.

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INTRODUCTION

To All American Federation for Children Employees:

The purpose of the Employee Handbook is to provide our employees with an outline of the American Federation for Children, Inc. (AFC) policies and practices. We believe that the combination of capable staff and clearly articulated expectations for the staff creates an atmosphere of creativity, efficiency and productivity. This handbook includes descriptions of the expected standards of behavior and attendance as well as policies on employee benefits. These policies have been considered carefully and are intended to provide a safe and productive work environment for all employees, which are compliant with all applicable local, state, and federal laws. We hope this handbook will help communicate our philosophy and provide general guidelines regarding its implementation.

Personnel policies and benefits are constantly under review, as they are affected by changes in applicable law, our growth, and the way AFC does business. AFC reserves the right to make changes in policies, procedures, and/or benefits without updating this handbook. However, we will inform you of changes as they occur. While neither this handbook nor any of its provisions are intended to form a contract between AFC and any staff member, the handbook should be helpful in assuring a positive relationship between you and AFC.

We hope your experience at AFC will be long and rewarding. Please feel free to contact either of us if you have suggestions or comments about ways in which we may assist you in performing your duties more effectively.



John Schilling
President



Gregory Brock
Chief Executive Officer

OFFICE LOCATIONS

AFC maintains two physical locations in the United States. The primary location of the organization is in Washington, D.C., where the President and CFO are located and all financial transactions are housed. A satellite office is located in Grand Rapids, Michigan, where the CEO is located. The office addresses are as follows:

Primary/Financial Office:

1020 19th Street, N.W.

Suite 675

Washington, DC 20036

Main Phone 202-280-1990

Fax: 202-280-1989

Satellite Office:

146 Monroe Center, N.W.

Suite 1200

Grand Rapids, MI 49503

Main Phone: 616-776-5440

Local Post Office (PO) Boxes are used in various states for in-state mail and related business activities. These PO Boxes are not to be used for any financial mail of the organization, including but not limited to, donations, vendor invoices, contracts, IRS notices or state notices of any kind.

EMPLOYMENT POLICIES

EMPLOYMENT AT WILL

Employment at AFC is “at will,” which means it can be terminated with or without cause, and with or without notice, at any time, at the option of either AFC or the employee. No representative of the organization has any authority to make any contrary agreement except the President and CEO. Any such agreement must be in writing and signed by the President and the employee or by the President and/or CEO and the Board of Directors in the case of the President’s and/or CEO’s employment.

OPEN DOOR POLICY

AFC strongly believes in an open-door, open-communication policy and feels it is an important benefit for all employees. This policy, we believe, will allow an employee to come forward and discuss problems with his or her supervisor to resolve issues quickly and efficiently. However, if an employee’s supervisor is not able to satisfy the questions regarding the interpretation or application of this handbook or any other work place issue, then employees are free to contact the next higher level of supervision, President and/or CEO, or the Chief Financial Officer. If an employee has or foresees a problem that may interfere with that employee’s ability to adequately perform his or her responsibilities, the employee should discuss the matter with the President or his or her designee.

EMPLOYEE CLASSIFICATIONS

Employment at AFC may be on a full-time or part-time basis. Full-time employees work a minimum of 30 hours per week on average, depending on their jobs, are classified as Fair Labor Standards Act (FLSA) exempt and are eligible for AFC-sponsored benefits. Part-time employees work less than 30 hours per week on average or on an intermittent basis. Part-time employees can be classified as FLSA exempt or nonexempt.

Temporary employees may be engaged when extra assistance is needed. These employees may serve on a full-time or part-time basis, but will generally work for no longer than a specified, limited period-of-time that usually does not exceed 1,000 hours per year. Unless specifically noted in this handbook or official plan documents, only regular, full-time employees are eligible for AFC-sponsored benefits. Other employees may be eligible for coverage under the organization’s unemployment insurance and workers’ compensation insurance programs, as provided by applicable law.

EXEMPT AND NONEXEMPT

Exempt employees hold executive, certain administrative and professional positions that are exempted from the provisions of the federal FLSA. Exempt employees are not eligible for overtime pay. The FLSA defines exempt administrative employees to include those who customarily and regularly exercise discretion and independent judgment (as distinguished from using skills to follow procedures and directions from supervisors) and who have the authority to make decisions about matters of significance to the organization.

Nonexempt employees, such as clerical staff, are subject to the provisions of the FLSA and the District of Columbia Minimum Wage Act and are eligible for overtime pay for hours worked beyond 40 in a work week.

Every job at AFC is classified as an exempt position (not eligible for overtime pay). AFC reserves the

right to reclassify positions based on changes in responsibilities, consistent with the applicable law. Additionally, each position will be reviewed by human resources to determine the correct classification under the FLSA.

EMPLOYMENT AUTHORIZATION

The Immigration Reform and Control Act of 1986 requires that AFC ensure that employees are authorized for employment in the United States. Therefore, only individuals lawfully authorized for employment in the United States will be employed by the organization.

In connection with the Immigration Reform and Control Act of 1986, AFC must collect certain information and review certain documentation concerning the employment authorization of all individuals within three days after the individual is hired. An employee who fails to produce necessary documents within the first three workdays will be placed on leave without pay and will be subject to termination of employment. This information and documentation will be used only for compliance with the Immigration Reform and Control Act of 1986 and not for any unlawful purpose. If your employment authorization changes or terminates after the start date of your employment, please inform us immediately.

BACKGROUND CHECKS

AFC may conduct background checks on prospective employees, as permitted by applicable state law, to help avert future problems by identifying applicants who could pose a threat to the workplace and hence to the organization and its reputation. Background checks may include verification of social security number, education, employment history, military service, professional licenses or certifications, residence, criminal record and employment references. For certain employees who work with AFC's finances, this may include a credit check.

Any misrepresentation, falsification or material omission of information presented in the employment application/resume or at any point during the hiring process may result in AFC's exclusion of the individual from further consideration for employment or, if the person has been hired, may result in termination of employment.

AFC reserves the right to repeat a criminal background check at any time during an employee's tenure, particularly when required to do so by an authorizing agency, a grantor or other official. Additionally, AFC may conduct a background check at any time during employment to obtain information regarding a current employee, as permitted by applicable state law. Irrespective of checks prompted by AFC, an employee must promptly notify AFC via the President or CFO and provide documents regarding any arrest alleging the commission of a crime or any conviction for a crime.

PERFORMANCE AND COMPENSATION

PERFORMANCE EVALUATIONS

Performance reviews provide constructive criticism of work performance, identify performance deficiencies, recognize employees' contributions and agree on work expectations. A performance evaluation and compensation review will be conducted by the appropriate supervisor and/or the President annually at the end of each calendar year and at other times deemed necessary by the supervisor. The ultimate responsibility for performance rests with the employee.

PROMOTIONS AND COMPENSATION ADJUSTMENTS

Performance evaluations and recommendations will be the basis for promotions and compensation adjustments. Compensation adjustments are based solely on individual merit.

JOB DESCRIPTIONS

Written job descriptions should be prepared for each position in the organization prior to beginning recruitment for that position. All job descriptions are approved by the President. Job descriptions should be revised and updated as needed. Additionally, employees may be expected to perform duties that are not in their written job description.

EMPLOYMENT REFERENCES

All employment verification or reference requests on current or former employees are to be referred to the Director of your department or the CFO. AFC will only release an employee's last job title and dates of employment. All other requests for information, including salary verification (such as for credit or mortgage purposes), on current or former employees, may require a signed release of information.

TIMESHEETS

Each employee will be responsible for completing and signing an Allocation of Activities form ("Timesheet") on a weekly basis and will submit it to their supervisor and Finance Department by close of business the Monday following the week worked. The employee's supervisor is responsible for thoroughly reviewing the timesheet, followed by CFO review.

The timesheets are the basis for allocating hours between the American Federation for Children, Inc., and their affiliates and are necessary for correct payroll processing as well as audit documentation. Refer to the compliance handout for guidance on allocating activities under each of the entities. Hours for vacation, sick, holidays, bereavement or administrative time are accounted for on these timesheets. Payroll is based on a 40-hour work week.

PAY PERIODS

Pay periods are bi-weekly (26 pay periods per year). Employees are paid every other Friday for the previous two weeks, resulting in a one-week lag. For example, if the two-week pay period ends on December 13, payday is the following Friday – December 18.

All changes affecting payroll must be submitted to the CFO or Director of Finance by the Monday prior to payday.

PAY CHECKS/STATEMENTS

Employees may elect to have direct deposit to their respective financial institutions or receive a check. In either manner of payment, employees will be provided with a pay stub each pay period which tracks compensation, taxes and other withholdings as well as vacation and sick leave balances. To establish direct deposit, employees will provide a completed Direct Deposit form and a "voided" check or a bank letter or specification sheet obtained from the employee's financial institution.

OVERTIME

Exempt employees are not eligible for overtime pay. Nonexempt employees are subject to the provisions of the District of Columbia Minimum Wage Act, or the applicable state overtime law, and the federal FLSA. AFC pays nonexempt employees in the District of Columbia overtime at the rate of one-and-a-half times the regular rate of pay for hours worked in excess of 40 in a work week; AFC's work week is

from Monday - Friday. Under the law, compensatory time off cannot be allowed in lieu of payment.

A nonexempt employee must 1) have the approval of his or her supervisor prior to working overtime, and 2) submit a signed, approved report of overtime worked. Working unapproved overtime or working overtime (nonexempt employees only) without submitting a report of overtime worked may lead to disciplinary action. Employee absences, whether paid or not, are not included in calculating hours worked for purposes of overtime payment.

DEDUCTIONS FROM PAY

Salaried exempt employees' pay is not subject to deductions because of fluctuations in the amount of work or quality of work performed. AFC will not deduct from a salaried exempt employee's pay for time when work is not available.

Salaried exempt employees may receive a deduction in their pay in certain circumstances only as, as permissible under state and local law, as in the case of a court-ordered garnishment, penalties, imposed in good faith, for violations of the workplace's safety rules, for violations of safety rules, or for when a salaried employee is suspended without pay for one or more full days for violating a written workplace conduct policy.

HONORARIA

Honoraria earned by AFC staff for activities such as speeches, conferences, op-ed pieces, articles, or book reviews, performed on company time should be discussed with, and approved in advance by, the President. If such activity requires a significant use of AFC resources, the honoraria may be required to be paid directly to the AFC or endorsed over to the AFC.

OUTSIDE EMPLOYMENT

To ensure the full commitment of its employees and to assure no conflicts of interest, full-time employees are prohibited from outside employment. Exceptions may be made and should be discussed in advance with the President and CEO for review and approval. Employees may not work on outside projects on company time or use AFC equipment or supplies. The American Federation for Children will not pay medical benefits for injuries or sickness resulting from outside employment.

CONFIDENTIALITY

Each employee is expected to maintain the confidentiality of AFC's internal affairs. Utmost discretion shall be observed in dealing with proprietary information. Information on donors and personnel matters shall not be shared with anyone not employed by AFC, unless authorized by the President. Information on projects in the development stages shall be considered sensitive and not for public dissemination. Any departure from this policy shall be grounds for immediate dismissal. Employees will be asked to sign a confidentiality agreement to protect the proprietary information, including but not limited to databases and any information of strategic value to the organization.

PERSONAL INFORMATION

For compensation, benefits, tax, and communication purposes, AFC needs to obtain and maintain accurate records regarding every employee. Employees should promptly provide notification in writing (e.g. via email) to the CFO and Director of Finance regarding any changes in their addresses, telephone numbers, emergency contact information, tax exemptions, designated beneficiary, or covered dependents. To verify that the information on file is accurate, an employee may contact the CFO to

request a written verification of his/her personal information on file as most-recently provided to AFC by the employee.

A list of employee telephone numbers is maintained by AFC for the purpose of contacting employees for business purposes. Employees using this information inappropriately face disciplinary action up to and including termination.

All medical records, if any, will be kept in separate confidential files. AFC will keep this information in the strictest confidence and will not use or disclose medical information about an employee without the employee first providing written authorization for such use or disclosure, **unless AFC is required to do so by law or valid court order.**

BUSINESS ETHICS AND CONFLICTS-OF-INTEREST POLICY

All AFC business must be conducted with honesty, integrity and in compliance with applicable law and the organization's bylaws, policies and procedures. AFC fully expects all employees to promote and protect the organization's best interests and integrity.

Individuals who are employees of AFC shall at all times act in a manner consistent with their responsibilities to AFC and shall exercise particular care that no detriment to the organization results from conflicts between their interests and those of AFC.

They should avoid:

1. Placing themselves in a position where personal or professional interests may conflict with their duties and responsibility to AFC,
2. Using information learned through their positions for personal gain or advantage, and
3. Obtaining for a third party an improper gain or advantage.

A conflict of interest does not necessarily imply that an individual is ineligible to be involved in a specific situation, but it may indicate that participation in some matters should be avoided or limited. Questions relating to whether a conflict might arise should be referred to your supervisor or to the President, CEO, or CFO.

Below are examples of conflicts of interests that would violate AFC's policy:

- Holding a financial interest in a company to which AFC gives business.
- Directing business to a supplier managed by a relative or close friend.
- Soliciting AFC members, contractors and/or vendors for donations to a charity or soliciting AFC members, contractors and/or vendors for another entity of any nature (whether for-profit or non-profit) in which you are involved, other than AFC.
- Receiving money or other things of value from a supplier for referring or conferring AFC business.
- Using AFC facilities or equipment for third-party activities not related to the business of AFC.
- Receiving personal income for any service rendered to an AFC member or related institution.

As a condition for employment, each employee shall disclose to AFC, in writing, any situation that might be construed as placing the individual in a position of having an interest that may conflict with his or her duty to the organization. A disclosure form must be completed by each employee at the time of hire as

well as annually. Each individual shall further have an ongoing duty to report to the President, in writing, any particular situation relating to previously disclosed interests, or any other circumstance in which a potential conflict of interest may arise.

The President and CEO will determine the existence of a conflicting interest. If a conflicting interest exists, the President, CEO and CFO will determine the appropriate steps to be taken under the circumstances. Possible steps include, but are not limited to, requiring the interested employee to refrain from participating in any decision or policy-making in a pending matter relating to the conflicting interest, requiring the employee to divest himself or herself of the conflicting interest or, in sufficiently serious situations, termination of employment.

No employee shall use his or her position, or the knowledge gained therefrom, in such a manner that a conflict between the interest of AFC or any of its affiliates and his or her personal interests arises.

Each employee has a duty to place the interest of AFC foremost in any dealings with or on behalf of the organization and has a continuing responsibility to comply with the requirements of this policy.

The conduct of personal business between any employee or member and AFC and any of its affiliates is prohibited.

Employees may not obtain for themselves, their relatives or their friends a material interest of any kind from their association with AFC.

It is not possible for this policy to foresee or specifically discuss every possible conflict of interest. Accordingly, there may be situations that do not fall under the specifically listed prohibitions in this policy that nevertheless may violate the spirit and intent of this policy and may be deemed inappropriate or conflicts of interest. Employees are urged to err on the side of caution regarding possible conflicts of interest to help avoid actual or perceived impropriety.

ANTI-HARASSMENT POLICY

AFC strives to create and maintain a harmonious work environment. AFC expressly prohibits any form of employee harassment, retaliation, discrimination, or inharmonious behavior as covered by the policies set forth in this handbook. It is incumbent upon every employee to abide by such policies.

SEXUAL HARASSMENT

Sexual harassment is defined in federal regulations as “unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature,” when: submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment; submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

HARASSMENT OTHER THAN SEXUAL HARASSMENT

Harassment, other than sexual harassment, is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of race, color, sex, gender, religion, ancestry, national origin, sexual orientation, marital status, age, disability or any other basis prohibited by applicable law when such conduct has the purpose or effect of unreasonably interfering with an employee’s work performance; creating an intimidating, hostile or offensive work environment; or otherwise adversely affects an

individual's employment opportunities.

Harassment may include, but is not limited to, verbal abuse or ridicule, including slurs, epithets and stereotyping; offensive jokes and comments; threatening, intimidating or hostile acts; and displaying or distributing offensive materials, writings, graffiti or pictures. Employees should refrain from engaging in such activities.

COMPLAINT PROCEDURE

Any employee who feels that he or she is a victim of sexual or other harassment by any other employee of AFC should bring the matter to the immediate attention of his or her supervisor. Any employee who feels that he or she is a victim of sexual or other harassment by their supervisor should bring the matter to the attention of the President, CEO or CFO. If the complaint involves the President or CEO, the employee should bring the matter to the attention of the CFO who will take the matter to the Board chairman. Any questions about this policy or potential sexual or other harassment should be addressed to the President, CEO or CFO.

AFC will investigate all allegations of sexual or other harassment. Any employee who is determined, after an investigation, to have engaged in harassment shall be subject to discipline, up to and including termination of employment.

Subject to AFC's need to investigate claims of sexual or other harassment, such claims will remain confidential. All employees should act responsibly and truthfully in making allegations, responding to allegations and providing information in an investigation. As provided by law, AFC will not retaliate against an employee for exercising his or her right to report harassment or for assisting in an investigation of a harassment allegation. An employee who feels subjected to retaliation for bringing a complaint of harassment or participating in an investigation of harassment should bring such matter to the attention of his or supervisor, or the President, CEO or CFO.

WORKPLACE SAFETY

AFC strives to provide its employees with a safe and healthy work environment. All employees should diligently undertake efforts to promote and ensure safety. Employees can assist in this endeavor by learning and practicing safe methods of performing their jobs. Employees should promptly report any potentially hazardous condition to the President or CFO. Additionally, any and all accidents should be immediately reported to your supervisor or to the President. The organization will not knowingly permit unsafe conditions to exist, nor will it permit any employee to indulge in unsafe acts.

WORKPLACE VIOLENCE

AFC does not tolerate any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities.

The following list, while not inclusive, provides examples of prohibited conduct:

- Causing physical injury to another person.
- Making threatening remarks.
- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress.
- Intentionally damaging employer property or property of another employee.

- Possession of a weapon while on company property or while on company business.
- Committing acts motivated by, or related to, sexual harassment or domestic violence.

Reporting Procedures

Any potentially dangerous situations must be reported immediately to a supervisor or the President and/or CEO. Reports can be made anonymously, and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in a situation will be counseled and the results of investigations will be discussed with them. AFC will actively intervene at any indication of a possibly hostile or violent situation.

RISK REDUCTION MEASURES

Hiring: AFC takes reasonable measures and may conduct background investigations to review candidates' backgrounds and reduce the risk of hiring individuals with a history of violent behavior (refer to policy on Background Checks).

Safety: AFC conducts periodic inspections of the premises to evaluate and determine any vulnerabilities to workplace violence or other hazards. Any necessary corrective action will be taken to reduce all risks.

Individual Situations: While we do not expect employees to be skilled at identifying potentially dangerous persons, employees are expected to exercise good judgment and to inform human resources if any employee exhibits behavior that could be a sign of a potentially dangerous situation. Such behavior includes but is not limited to:

- Bringing weapons or discussing bringing weapons to the workplace.
- Displaying overt signs of extreme stress, resentment, hostility or anger.
- Making threatening remarks.
- Sudden or significant deterioration of performance.
- Displaying irrational or inappropriate behavior.

Employees at Risk: Employees who believe that they may be at risk for becoming victims of violence because they have been subject to harassment, violence or threats from a nonemployee are encouraged to identify themselves to a supervisor or manager. In such cases, management will design a plan with at-risk employees to prepare for any possible emergency situations.

DANGEROUS/EMERGENCY SITUATIONS

Employees who confront or encounter an armed or dangerous person should not attempt to challenge or disarm the individual. Employees should remain calm and move to a safe location as soon as feasible. If a supervisor can be safely notified of the need for assistance without endangering the safety of the employee or others, such notice should be given. Otherwise, cooperate and follow the instructions given.

ENFORCEMENT

Threats, threatening conduct or any other acts of aggression or violence in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Nonemployees engaged in violent acts on the employer's premises will be reported to the proper authorities and fully prosecuted.

NOTIFICATION OF RESTRAINING ORDERS

All employees who obtain a restraining order are required to notify the President and CEO and give a

copy to the CFO. For the safety of all employees, necessary precautions may be put in place.

BUILDING SECURITY

The organization will make every effort to provide a safe and secure building. Employees are prohibited from loaning personal office keys or fobs to other staff members, guests or to any unauthorized individuals. Bathroom keys with fobs are available for visiting staff and guests and must be returned. AFC reserves the right to limit access to the building during non-working hours.

DRUG-FREE WORKPLACE

The American Federation for Children maintains a drug-free workplace. Drug and alcohol use is highly detrimental to the safety and productivity of employees in the workplace. Employees are prohibited from engaging in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the workplace. Employees in violation of this policy are subject to suspension without pay or termination.

On occasion, the AFC may have alcohol at company sponsored events in or out of the office. All employees are expected to act responsibly.

Should an employee be convicted of a drug-related crime, he or she must notify their Supervisor and/or the President and/or CFO within five days of the conviction. Appropriate personnel action, including possible discipline and/or participation in a drug abuse assistance or rehabilitation program, may result after notice of the conviction has been received. Employees may use physician-prescribed medications provided that the use of such drugs does not adversely affect job performance or the safety of the employee or other individuals in the workplace.

SMOKING

No smoking is permitted in the office buildings.

SOLICITATIONS AND DISTRIBUTION OF LITERATURE

It is the intent of AFC to maintain a proper business environment and to prevent interference with work and inconvenience to others from solicitations and/or distribution of literature.

Group meetings for solicitation purposes, distributing literature or circulating petitions during work hours or in work areas at any time is prohibited unless it is approved as an organization-sponsored event. The following guidelines will apply throughout the organization:

- Employees will not engage in any solicitation of other employees for any purpose whatsoever during working hours or in work areas.
- The organization's facilities may not be used as a meeting place, which involves solicitation and/or distribution of literature.
- Certain types of information may be posted on AFC's bulletin board. The President or CEO will approve and post all information that is displayed on the organization bulletin board.

WHISTLEBLOWER

The American Federation for Children is committed to the highest standards of ethical, moral and legal conduct. This policy supports our commitment to these standards and to transparency and open communication. The goal of this policy is to provide a process for employees to raise concerns and

reassurance that they will be protected from reprisals or victimization for whistle blowing.

Concerns that constitute whistle blowing include serious complaints about AFC's operations, such as:

- Improper financial reporting;
- Suspicious, unethical or unlawful activity;
- Activities that are not in line with AFC's policies;
- Any other activities that might be considered seriously improper conduct.

If an employee has any concerns or questions on the above policy, he or she should notify their supervisor or the President or CEO.

EMPLOYEE CONDUCT

Employees are expected at all times to conduct themselves in a positive, professional manner in order to promote the best interest of AFC. Appropriate conduct includes: treating all colleagues courteously; refraining from offensive conduct; reporting threatening or potentially violent behavior; maintaining cleanliness and order in the workplace; respecting co-workers and company property. This list is not intended to be all inclusive.

OFFICE HOURS

The office is open between the hours of 8:30 a.m. and 5:30 p.m. EST, Monday through Friday. Each employee is expected to work 40 hours per week. Employees are entitled to one hour for lunch unpaid. All senior team employees are expected to punctually attend a staff call the first work day of each week; all employees are expected to punctually attend other staff meetings as set by the President or supervisor, unless excused by the President or supervisor.

OFFICE DRESS CODE

AFC strives to present the image of professionalism at all times. All employees should dress appropriately in business attire and be prepared to meet the public at any time. Employees should dress in professional business attire at all public functions. Employees may dress casual on Fridays. Casual does not include shorts, torn clothing, casual T-shirts, or casual flip flops.

WHEREABOUTS

It is important that AFC knows where each staff member can be reached. Any changes to personal contact information should be submitted to the CFO for benefit updates and to the Executive Assistant to update the staff contact list.

Any person planning to be absent from the typical work day or traveling on business shall inform their Supervisor and CFO of departure and return dates. All senior team members should notify the President and CFO. All employees are expected to be reachable by cell phone or email.

USE OF COMPANY PROPERTY

Employees are expected to keep company equipment clean and in good working order with normal use. Company laptops are to be transported in protective cases. Any problems with company equipment are to be reported immediately to Technical Support, and evidence of misuse of company property may result in employees being required to provide their own equipment.

AFC reserves the right of access to all company-owned areas, including offices and workstations.

Company property, including all keys and fobs, are provided for work purposes only and employees should have no expectation of privacy arising out of their use of company property.

The employee's work product—defined as any documents, files and communications created by employee for AFC—is the exclusive property of AFC and the employee will not use, disseminate, disclose or publish the work product in whole or in part without the prior written permission of AFC. All work product is to be regularly saved to AFC shared folders and delivered to AFC at the end of employment.

EMPLOYEE COMMUNICATIONS

AFC expects all employees to communicate respectfully and in a timely fashion to ensure that progress toward work goals is not delayed.

PERSONAL EMAIL AND TELEPHONE CALLS

The excessive use of office email and telephones for personal matters is discouraged. Personal calls and emails should be kept to a minimum and should not interfere with employee's work. Because of the threat of computer viruses, employees should refrain from opening any attachments from an unknown source. Inappropriate use of email and telephones may result in discipline, up to and including termination. Downloading of programs or software on AFC equipment should be at the request of AFC's IT support; inquire with CFO for support contact information.

OUT-OF-OFFICE MESSAGES

Any AFC employee planning to be absent for more than 2-consecutive days, shall set an out-of-office response on their email.

The following details should be considered and/or included in any out of office automated response:

- Acknowledgement of receipt of email.
- Beginning and end date of absence from office.
- Your contact number in case it is urgent or an alternative contact of someone in the office.
- A positive and professional tone.

SOCIAL MEDIA POLICY

This policy provides guidance for employee use of social media, which should be broadly understood for purposes of this policy to include blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.

The following principles apply to professional use of social media on behalf of AFC as well as personal use of social media when referencing AFC.

- Employees should be aware of the effect their actions may have on their images, as well as AFC's image. The information that employees post or publish may be public information for a long time.
- Employees should be aware that AFC may observe content and information made available by employees through social media. Employees should use their best judgment in posting material that is neither inappropriate nor harmful to AFC, its employees, or constituents.

- Although not an exclusive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are inflammatory, defamatory, pornographic, proprietary, harassing, libelous, or that can create a hostile work environment.
- Employees are not to publish, post or release any information that is considered confidential or not public. If there are questions about what is considered confidential, employees should check with their supervisor.
- Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Employees should refer these inquiries to authorized AFC spokespersons.
- If employees encounter a situation while using social media that threatens to become antagonistic, employees should disengage from the dialogue in a polite manner and seek the advice of a supervisor.
- Employees should get appropriate permission before referring to or posting images of current or former employees, members, vendors or suppliers. Additionally, employees should get appropriate permission to use a third party's copyrights, copyrighted material, trademarks, service marks or other intellectual property. Social media use shouldn't interfere with employee's responsibilities at AFC.
- AFC's computer systems are to be used for business purposes only. When using AFC's computer systems, use of social media for business purposes is allowed (ex: Facebook, Twitter, blogs and LinkedIn), but personal use of social media networks or personal blogging of online content is discouraged and could result in disciplinary action.
- Subject to applicable law, after-hours online activity that violates AFC policy may subject an employee to disciplinary action or termination.
- If employees publish content after-hours that involves work or subjects associated with AFC, a disclaimer should be used, such as this: "The postings on this site are my own and may not represent AFC's positions, strategies or opinions."
- It is highly recommended that employees keep AFC-related social media accounts separate from personal accounts, if practical.

WORK TRAVEL AND EXPENSE REPORTS

Employees traveling on behalf of AFC are expected to exercise sound judgment regarding the costs of flights, hotels, meals, and frequency of snacks such as coffee or soft drinks. Flights must be booked at least two (2) weeks in advance except in extenuating circumstances.

Employees who have been given access to a company credit card should use that card only for expenses over \$25. Any travel expense below that amount should be paid with a personal card and receipts submitted for reimbursement.

All business expense reports should be submitted with receipts within one week after national travel and every two weeks for local travel. Except in the case of flights (which should be booked well in advance), employees should use one expense report per trip.

TELECOMMUTING

Telecommuting is a privilege that permits AFC employees in the DC or Grand Rapids offices to work from a remote location pending eligibility and supervisor approval. Participation is not an employee right or benefit and may be discontinued at any time by either party. Eligible employees shall notify his/her supervisor in advance if they are telecommuting.

On home office days, the employee agrees to be available during the core business hours of 9:00 a.m. to

5:00 p.m., for communication by telephone, email and other electronic conferencing methods. Telephone calls to the employee from AFC colleagues may be directed to employee's phone number. The employee will retain an AFC voice mail box and is also responsible for responding to voice mail messages and email messages. The employee will be present in the AFC office or other AFC-selected location for all-staff meetings, retreats, or meetings as required. AFC will make every effort to provide sufficient advance notice to the employee of such meetings not scheduled in advance.

In all cases, work hours, use of sick leave, and approval for use of vacation will conform to AFC policies and procedures.

Telework is not a substitute for dependent care (children/disabled family members). Employees who have dependent care responsibilities may be asked to show proof of their dependent care coverage during the hours of 9:00 am to 5:00 pm when they are teleworking.

The employee agrees to maintain a safe and ergonomically sound work environment, to report work-related injuries to their supervisor at the earliest opportunity, and to hold AFC harmless for injury to others at the telework location.

REMOTE EMPLOYEES

AFC employs many individuals who work from home on a full-time basis. These individuals are considered remote employees. The same provisions for telework apply to remote employees, including availability during core business hours, policies regarding equipment and supplies, security of the work space, AFC property and dependent care. Any remote employee arrangement may be discontinued, at will, at any time at the request of either the employee or the organization. Additionally, AFC's policies on the introductory period and at-will employment will apply in all cases.

ABSENCES AND TARDINESS

Permission for anticipated absences or tardiness should be obtained as far ahead of time as practical. When an employee is unexpectedly late or unable to report to work for any reason, or will not be working at all because of illness, or some other issue, the supervisor should be notified as soon as possible.

For extended absences (over two weeks), the employee should put his/her request in writing by filling out a leave request form (See Appendix), have the appropriate supervisor, approve and initial it, and submit the form to supervisor with a copy to the CFO.

TERMINATION

VOLUNTARY TERMINATION

If an employee wishes to resign, at least two-weeks' notice shall be given from the date of the resignation letter. Where permitted by state regulations, employees resigning with less than two-weeks' notice will not be eligible for vacation payout. The resignation letter should be given to his/her supervisor or the President and a copy to the CFO.

The employee will make sure that AFC has a current address for the employee and notification of any moves prior to receipt of the employee's W-2 form.

Where permitted by state regulations, the following applies to payout of vacation time when an employee resigns:

Years Worked	Vacation Payout
0-2 Years	No vacation payout
2-5 Years	Max 40 hours or balance, whichever is less
6-10 Years	Max 60 hours or balance, whichever is less
Over 10 Years	Max 80 hours or balance, whichever is less

The final paycheck for a terminated employee will be issued within 24 hours of the last day of work. The final paycheck will include pay-out of any unused vacation leave (in accordance with vacation policy), or adjustment for borrowed vacation or personal charges owed to the AFC.

INVOLUNTARY TERMINATION

If an employee is terminated by AFC, the employee will receive their final pay including any vacation payout in accordance with the policy above on years worked and in accordance with D.C. law.

INSURANCE/BENEFITS

All insurance coverage shall be terminated on the last day of the month of the last paid work day.

RETURN OF AFC PROPERTY

Prior to departure, the employee shall leave his/her affairs and AFC work product (records, documents and email) in good order. All AFC work product in electronic form must be saved to AFC shared folders and/or mailed to the CFO on a hard drive. All physical copies of AFC work product must also be returned to the CFO. Employee shall return his/her swipe card, all keys (building, desk, file cabinets, etc.), credit cards, AFC computer files and equipment and any other AFC property to the CFO at AFC's expense. Computer and email access shall be discontinued immediately upon departure.

HIRING OF RELATIVES

The hiring of relatives as employees or independent contractors is normally prohibited, except in special circumstances which require approval of the President and notice given to CFO. For this purpose, "relative" is defined as spouse, parent, grandparent, child, brother, sister, cousin, niece, nephew, aunt, uncle, brother-in-law, sister-in-law, mother-in-law, father-in-law, or fiancé(e). Under no circumstances should there be a direct or indirect reporting relationship between two employees who are related.

BENEFITS

INSURANCE BENEFITS

AFC offers a health plan, dental plan, and a vision plan. All full-time employees and part-time employees working at least 30 hours per week are eligible to participate. If the employee chooses to opt out of the plans, he/she is required to sign a waiver. Currently, AFC endorses three plan options under the health insurance, however multiple plans are available; under any option, the employee is responsible for paying a portion of the premiums. In addition, AFC offers a dental and vision plan, under these plans the employee is responsible for paying a portion of the premium. Eligibility is the first day of the month following the employee start date. Benefits and insurance carriers are subject to change. AFC will give as much notice as possible in the event of a change in benefits or carriers.

The terms, conditions and eligibility requirements for benefits are set forth in the formal plans and policies for the relevant benefits. These documents control in the case of any inconsistency with this employment manual. **AFC reserves the right to interpret, administer, change, or terminate these benefit policies and plans, at its sole discretion. All benefits become effective on the first day of the month following employment.**

TYPES OF LEAVE

VACATION

Full-time employees begin accruing two weeks' paid vacation (80 hours) annually upon initial employment with AFC. Employees are limited to carrying over two weeks of unused vacation time from one calendar year to the next. Any unused vacation in excess of two weeks will be forfeited. Should the demands of work preclude employee's use of vacation balance, special arrangements can be made at the sole authorization of the President and CEO. Any approved special carryover vacation must be used by March 31 of the subsequent year. Vacation benefits are limited to two weeks unless an exception is approved by the President and/or CEO or in the case of the President and/or CEO if approved by the Board of Directors.

Part-time employees who work at least 20 hours per week on a regular basis, receive a prorated amount of vacation based on the scheduled number of hours worked.

Vacations may be scheduled and taken with the permission of the supervisor and/or President.

SICK LEAVE

Full-time employees begin accruing 60 hours sick leave annually upon employment with AFC. Sick leave should be used for illness, doctor's appointments, and medical needs of an immediate family member, as in the case of a sick child. Immediate family is defined to include an employee's spouse, child (including a child who lived with an employee and for whom the employee permanently assumed and discharged responsibility), parent, sibling, grandparent, parent-in-law or person with whom the employee shared, within the last year, a mutual residence and with whom the employee maintained a committed relationship.

Any exception to this policy requires approval of the President. A doctor's note must be provided to the supervisor after 3 consecutive sick days. Unused sick leave may be carried over to the following year. The employee will not be paid for unused sick leave upon termination of employment.

JURY DUTY

An employee called for jury duty during regular working hours shall notify their supervisor and CFO and provide him/her with a copy of the summons. The employee will receive regular pay based on a normal workday for time absent from work for jury service. The employee shall report immediately to his/her regularly scheduled job if excused from jury duty before the end of the working day, or if not impaneled to serve on the jury when called to appear for service. Jury pay should be signed over to AFC.

BEREAVEMENT

In the event of a death in an employee's immediate family, AFC will provide up to three days leave of absence with pay for full-time employees.

Immediate family is defined to include an employee's spouse, child (including a child who lived with an employee and for whom the employee permanently assumed and discharged responsibility), parent, sibling, grandparent, parent-in-law or person with whom the employee shared, within the last year, a mutual residence and with whom the employee maintained a committed relationship, it may also include other close family members depending on the situation.

Each request will be considered and a determination made by the employee's direct supervisor or the President based upon the individual circumstances. The policy will not be administered to automatically grant the maximum leave.

MILITARY LEAVE

AFC complies with federal law relating to military leave. Please see the President if you have any questions about this policy.

INCLEMENT WEATHER

AFC adheres to federal government policies regarding the closing of offices and leave during times of inclement weather conditions. Please tune to local radio and television stations for news and information on federal government delayed openings and closings. When liberal leave is granted, employees may use a vacation day for the full day without preauthorization. Employees must notify AFC as soon as possible if they cannot get to the office and plan to take liberal leave. Employees who are able to telework during periods of office closure due to inclement weather should do so. If employee is prevented from teleworking due to the nature of their job duties, administrative leave may be granted by their supervisor.

VOTING LEAVE

Employees are encouraged to vote in local, state and national elections before or after AFC's working hours (8:30 a.m. – 5:30 p.m.). If an employee needs to vote during working hours, arrangements should be made in advance with the employee's supervisor. Some state laws may permit paid time off for employees to vote.

EXTENDED LEAVE OF ABSENCE

For extended absences of more than two weeks, the employee should put his/her request in writing by filling out a leave request form, have the appropriate supervisor approve and initial it, and submit the form to the President and CFO.

FAMILY MEDICAL LEAVE

AFC provides job-protected leave for the following scenarios, including certain scenarios covered by the Family and Medical Leave Act (FMLA).

- Full-time employees will receive four (4) weeks of paid leave for the birth or adoption of a child. If the employee does not return to work at the end of the leave period, the employee shall reimburse AFC for the paid leave.
- Full-time employees may take up to an additional eight (8) weeks leave in a twelve month-period for the birth or adoption of a child, by using any combination of vacation, sick, and/or unpaid leave.
- Paternity Leave: by using any combination of vacation, sick, and/or unpaid leave up to but not exceeding a total of four (4) weeks after birth or adoption of a child.
- Up to two (2) weeks of unpaid leave in a twelve-month period for the care of a child, spouse, or parent with a serious health condition.

- Up to two (2) weeks of unpaid leave in a twelve-month period for the employee's own serious health condition.

Any extended leave not included above will be reviewed by the President.

PAID AND UNPAID LEAVE

Family and medical leave under FMLA will be unpaid. However, an employee may elect to apply any accrued paid sick leave or vacation leave during an unpaid family or medical leave. An employee on family or medical leave may also receive any disability insurance benefits that apply, up to the full amount of the wages the employee would have lost due to the absence each day of the absence. Any paid leave the employee elects to apply will count against the 16 weeks leave allowed under the policy.

JOB PROTECTION

Employees returning from an FMLA-designated absence are entitled to restoration to the position held when the leave commenced, or to an equivalent position with equivalent pay, benefits and other employment terms. However, an employee on FMLA leave has no greater right to employment than if the employee had not taken leave.

Key employees may be denied job restoration if such denial is necessary to prevent "substantial and grievous" economic injury to AFC.

If an employee is unable to perform an essential function of the position because of a physical or mental condition, including the continuation of a "serious health condition" for which the employee is on leave, the employee may not be entitled to restoration of employment under the FMLA.

HEALTH INSURANCE COVERAGE AND OTHER BENEFITS

Employees who have medical, dental or vision benefits through AFC will continue to be covered by the group policy just as if the employee were not on a leave of absence. Therefore, any portion of health plan premiums paid by the employee prior to the designated leave period must continue to be paid by the employee during the absence.

An employee using paid leave from AFC during his or her FMLA leave entitlement will continue to have premium payments taken through payroll deductions. If the employee uses unpaid leave, receives workers' compensation wage replacement or receives a long-term disability benefit, AFC may request that the employee make premium payments while on leave, or choose an alternate payment arrangement that is mutually agreeable to AFC and the employee. Payment arrangements should be finalized before the employee begins his or her FMLA designated leave. AFC will provide the employee with written notice of the terms and conditions under which payments must be made. If an employee's premium payment is more than 30 days late, AFC's obligation to maintain health insurance coverage ceases and the employee forfeits the health plan benefit until employment is reestablished. An employee who fails to return to work after the expiration of leave may, depending on the circumstances, be required to refund to AFC any health insurance premiums paid on the employee's behalf during the leave.

Use of the employee's FMLA entitlement cannot result in the loss of any employment benefit or seniority that accrued prior to the start of an employee's leave.

When an employee is using FMLA-designated leave without pay, receives workers' compensation wage replacement or receives long-term or short-term disability benefits, the employee will continue to accrue

vacation and sick leave during the leave period in accordance with the sick leave and vacation policies. No holiday pay will be paid to an employee on a family leave.

FMLA REQUEST AND NOTIFICATION

When the need for family or medical leave is foreseeable, an employee should provide 30 days' notice to AFC or notice as soon as possible by completing a FMLA Leave Request Form and submitting it to the employee's immediate supervisor, the President and CFO.

If the necessity of leave for medical purposes is foreseeable based on planned medical treatment or supervision, the employee should provide reasonable prior notice of the medical treatment and make a reasonable effort to schedule the medical treatment in a manner that does not unduly disrupt the operations of AFC. Although the exact dates of the leave period for maternity, paternity or adoption purposes may differ slightly from what was planned, an employee must provide an approximate schedule of time off as early as possible. Thirty days is the minimum notice period where the leave is foreseeable, such as planned medical treatment, adoption or the birth of a child.

However, due to the nature of some medical absences the need for leave may be unforeseeable and the employee should provide notice as early as practicable. In the event that AFC is notified after the leave of absence has begun, any FMLA designation will be effective retroactively on the first day of the absence.

FMLA LEAVE EXTENSION

If an employee does not return to work at the conclusion of the planned FMLA-designated absence, the employee should give AFC reasonable notice of the need for an extension of leave if the full FMLA entitlement has not been exhausted during the period of absence (12 months or 24 months, respectively). If the employee is unable to or does not return to work after the end of the maximum leave entitlement allowed under the FMLA, all entitlements and rights under the FMLA cease and the employee is no longer entitled to any further restoration rights under the FMLA.

CERTIFICATION

If the FMLA-designated absence is needed because of a serious health condition, whether the employee's or that of a family member, or because of a serious illness or injury of a military service member in the employee's family, the employee must provide appropriate medical certification when the leave is foreseeable. Leave requests may be denied if the medical certification requirements are not met. AFC may require ongoing medical recertification to support a request for extended leave because of a serious health condition and may require second or third medical opinions (at AFC's expense) and a fitness for duty release from the employee's physician.

COUNTING THE LEAVE

When FMLA leave is taken to care for a covered service member, the leave entitlement is based on the 12-month period measured forward from the first day of FMLA leave. When FMLA leave is taken for any other qualifying reason, the leave entitlement is based on a rolling 12-month period (24-month period for DC FMLA) measured backward from the date FMLA leave is first used.

INTERMITTENT OR CONTINUOUS LEAVE

Leave taken to care for a sick family member or because of an employee's own serious health condition may be taken intermittently or on a reduced work schedule when medically necessary and supported by certification from the doctor or other health care professional. In such a situation, however, an employee

may be transferred temporarily to a position which, at the discretion of AFC, better accommodates the leave schedule, but is equivalent in pay and benefits to the position held prior to the leave. FMLA leave taken because of a qualifying exigency, as defined above, may also be taken on an intermittent basis. FMLA leave taken for the birth of a child, or for the placement of a child for adoption or foster care, must be taken as a single block of time, unless otherwise agreed to by AFC.

PERIODIC REPORTS

The employee must maintain regular and direct personal contact with his or her supervisor, advising the supervisor of his or her condition and continued intention to return to work on the date specified on the leave request. Supervisors should update human resources on the employee's status.

DC OFFICE FMLA

For employees working in the DC office, the District of Columbia Family and Medical Leave Act entitles full-time employees who have completed at least 12 months of service (and worked 1,000 hours during that period) to receive up to 16 weeks of unpaid leave in a 24-month period for an employee's serious health condition, or to care for a family member with a serious health condition. Employees who are temporary, seasonal, or part-time employees also qualify for such leave if they have worked for AFC for at least 12 months and have worked 1,000 hours in the twelve months preceding the absence.

Under DC FMLA, eligible employees may take leave for the following reasons:

1. To care for an employee's child after birth or placement of a child for adoption or foster care.
2. When an employee has a "serious health condition" as defined below, which prevents the employee from performing his or her job, including incapacity due to pregnancy, prenatal medical care or child birth.
3. To care for an employee's family member who has a "serious health condition," as defined below.

Birth or Placement for Adoption or Foster Care:

Leave taken for pregnancy-related conditions during a pregnancy and up to one year immediately following childbirth qualifies for FMLA designation. Leave taken by fathers or mothers to care for a newborn child during the 12-month period immediately following birth qualifies for FMLA designation. Leave taken by parents to complete the adoption or foster care process qualifies for FMLA designation, as does any leave taken during the 12-month period immediately following the completion of the adoption or foster care process.

"Serious Health Condition" of the Employee:

Leave taken by an employee who cannot perform his or her job-related duties due to a "serious health condition" qualifies for FMLA designation. For purposes of the FMLA, "serious health condition" is defined as an illness, injury, impairment, physical or mental condition that involves:

- Illness or injury that causes more than three consecutive days of incapacity and two or more treatments by a health care provider, or
- Inpatient care in a hospital including any period of incapacity or any subsequent treatment in connection with such inpatient care, or

- Illness or injury that causes more than three consecutive days of incapacity and involves at least one treatment by a health care provider and a regimen of continuing treatment under a health care provider's supervision, or
- Any period of incapacity due to pregnancy, a chronic serious health condition, a permanent long-term serious health condition or to receive medical treatment for restorative surgery or a condition that will likely result in a period of incapacity of more than three days.

“Serious Health Condition” of an Employee’s Family Member:

Leave taken by an employee qualifies for FMLA designation if the absence is necessary to care for a member of his or her family who has a “serious health condition” as described above. For purposes of federal FMLA, “family member” is defined as an employee’s spouse, child or parent. Under DC FMLA, “family member” is a person to whom the eligible employee is related by blood, legal custody or marriage; a foster child; a child who lives with an eligible employee and for whom the eligible employee permanently assumes and discharges parental responsibility; or a person with whom the eligible employee shares or has shared, within the last year, a mutual residence and with whom the eligible employee maintains a committed relationship. AFC may require reasonable documentation to AFC that the employee is a primary caregiver when requesting leave to care for a member of their household or immediate family.

LEAVE OF ABSENCE WITHOUT PAY

A leave of absence due to an emergency situation or other circumstances may be granted to an employee, with the approval of the President.

LACTATION ACCOMODATION

AFC supports breastfeeding mothers by accommodating the mother who wishes to express breast milk during her workday when separated from her newborn child. For up to one year after the child’s birth, any employee who is breastfeeding her child will be provided reasonable break times to express breast milk for her baby. Break periods should run concurrently with any break period, paid or unpaid, already provided to the employee. AFC will designate a room for this purpose in the event that the employee does not have a private office space she can use to express milk. Any breast milk stored in the refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage, refrigeration and tampering. Employees who work offsite or in other locations will be accommodated with a private area as necessary.

PAID HOLIDAYS

AFC observes the following paid holidays:

- New Year’s Day
- Martin Luther King Day
- President’s Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving
- Day after Thanksgiving

- Christmas Eve Day
- Christmas Day
- New Year's Eve Day

If a paid holiday falls on a Sunday, it will be observed on the following Monday. If a paid holiday falls on a Saturday, it will be observed on the preceding Friday. If a paid holiday occurs when an employee is on paid or unpaid leave of absence, he/she will not be paid for such holiday. A paid holiday occurring within a paid vacation will not be counted as a vacation day.

Part-time employees will receive pro-rated holiday, based on their average hours worked per week. (i.e. average hours worked per week are 10-hours on a 40-hour week, paid holiday will be 2-hours of the total 8-hours.)

In addition to the above, full-time employees are permitted **two paid floating holidays every calendar year** (one floating holiday per every six-month period worked) to be taken at his/her discretion, with the approval of his/her supervisor or CFO. Only one floating holiday may be used in the first six months of the calendar year, but both may be used in the last six months of the calendar year. New hires will receive one floating holiday at the start of employment but must be employed for six months to receive the second. There is no carryover if not used within the calendar year. When completing timesheets, the employee must clearly indicate that a floating holiday was used.

401K RETIREMENT PLAN

AFC offers employees a plan for retirement savings with a percentage match of employee contributions. All employees become eligible to participate in the 401K plan once they have reached 1,000 hours and one year of service. More information can be obtained from the CFO.

ADDITIONAL BENEFITS

AFC provides the following additional employee benefits. Benefit details and eligibility information can be obtained from the CFO.

- Section 125 Premium Only Plan
- Select Mileage Reimbursement

CONTINUATION OF HEALTH COVERAGE

AFC offers employees group health insurance coverage as a benefit of employment. The District of Columbia and other states' laws provide that group health plans sponsored by employers with fewer than 50 employees, and thus not covered by federal COBRA, provide employees and their covered dependents, who meet certain requirements, with the opportunity to continue coverage under the group plan at their own expense for up to 18 months when health insurance coverage would otherwise terminate. The monthly premium must be paid to AFC no later than 45 days after the date coverage would otherwise terminate.

This continued coverage is not available if the employee is terminated for gross misconduct, fails to timely elect continued coverage, or fails to timely pay for continued coverage. Employees outside of the District of Columbia who leave AFC's employment should contact the CFO to determine if continuation of coverage is available in the employee's state.

WORKER'S COMPENSATION INSURANCE

Insurance coverage is provided by AFC for injuries sustained in the course of employment. Immediately notify the President and/or the CFO if injured in connection with AFC duties.

UNEMPLOYMENT INSURANCE

Unemployment insurance is totally funded by employer contributions. Unemployment regulations may vary by state and will be based on the state law in which an employee works.

SEMINARS, CONFERENCES, AND CONTINUING EDUCATION PROGRAMS

AFC will pay for staff members to participate in seminars, conferences, and continuing education programs approved by the department director as relevant to his/her position and beneficial to both the individual and the AFC.

CELL PHONE

Subject to approval by the CFO, employees may receive a stipend of \$50 per month to cover any work-related cell phone usage. An employee may qualify for the stipend if one of the following criteria is met: 1) they are a remote employee, 2) their job function requires considerable time outside of the office, and/or 3) their job function requires work at irregular hours.

Once approved by the CFO, the eligible employee will receive the \$50 stipend automatically each month. The eligible employee is responsible for maintaining a cell phone and appropriate service plan. The cell phone contract is in the name of the eligible employee, who is solely responsible for all payments to the service provider. If the employee terminates their cell phone service plan at any point, they must notify the CFO within 5 business days to terminate the stipend.

EMPLOYEE HANDBOOK RECEIPT AND ACKNOWLEDGEMENT FORM

I, _____, hereby acknowledge that I have received a copy of AFC's employee handbook dated _____, which provides guidelines on the policies, procedures and programs affecting my employment with this Association. I understand that I am responsible for carefully reading and fully understanding all of the provisions of the employee handbook and abiding by its provisions. I understand that AFC can, at its sole discretion, modify, eliminate, revise or deviate from the guidelines and information in this handbook as circumstances or situations warrant.

I have entered into my employment relationship with AFC voluntarily and acknowledge that there is no specified length of employment. **Accordingly, either I or AFC can terminate the relationship at will, with or without notice or reason, so long as there is not violation of applicable federal or state law.**

I understand that this handbook and the policies and procedures contained herein supersede any and all prior practices, oral or written representations or statements regarding the terms and conditions of my employment with AFC, to the extent those prior items are in conflict with the language of this handbook. By distributing this handbook, the organization expressly revokes any and all previous policies and procedures which are inconsistent with those contained herein.

I understand that any and all policies and practices may be changed at any time by AFC, and the organization reserves the right to change my hours, wages and working conditions at any time. The employment at will policy may be revised or altered only by the President and CEO. Only the President and the CEO of AFC are authorized to adopt any revisions to the policies in this handbook.

I understand and agree that nothing in the Employee Handbook creates, or is intended to create, a promise or representation of continued employment and that employment at AFC is employment at will, which may be terminated at the will of either AFC or myself. Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I understand and agree that employment and compensation may be terminated with or without cause and with or without notice at any time by AFC or myself.

I have received the Employee Handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

Employee's Signature

Employee's Name (Print)

Date: _____